Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

☐ UNCLASSIFIED ☐ INTERNAL USE ONLY ☐ CONFIDENTIAL ☒ SECRET

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

DCI Task Force Report on Greater CIA Openness

25X1

FROM: C/IMG/OIT

25X1

EXTENSION | NO.

DATE: 14 February 1992

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. DC/IMG/OIT				Please circulate as widely as possible and provide Jenny with a rough count of the number of readers. Thanks.
2. C/PRD/IMG/OIT				
3. C/SCD North/IMG/OIT				
4. C/SCD South/IMG/OIT				
5. C/IP&CRD/IMG/OIT 1107 Ames				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				

FORM 3-62 610 USE PREVIOUS EDITIONS ☒ SECRET ☐ CONFIDENTIAL ☐ INTERNAL USE ONLY ☐ UNCLASSIFIED

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

6 January 1992

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Planning & Coordination
Deputy Director for Science & Technology
Director of Congressional Affairs
General Counsel
Director of Public Affairs
Comptroller

FROM: Director of Central Intelligence

SUBJECT: Task Force Report on Greater CIA Openness

1. The task force has done a commendable job of examining the challenge of greater CIA openness and presenting a number of useful recommendations for implementing such a policy. Before addressing specific recommendations, it is important to establish policy and strategy.

2. I endorse the statement in paragraph 6 of the report that our objective is to make CIA and the intelligence process more visible and understandable rather than to seek inevitably incomplete or unattainable openness on specific substantive issues. In short, we are trying to help people understand better what this Agency does and how it does it.

3. The idea of a strategy or "vision" statement has merit but it should be short--something to the effect that "CIA's approach to public affairs grows out of our belief that it is important that CIA should be accountable to the American public as a law abiding organization comprised of talented people of integrity whose role supporting national security policymakers is important in an increasingly complex and often dangerous world." The Executive Committee should consider such a strategy statement, revise it as appropriate or desired, and submit it by 1 February for my approval.

4. I believe that CIA, whatever the level of its public affairs effort, will find it difficult to win recognition as an "open" institution. What we should do is strive where we can to be as forthcoming, candid, informative, and helpful as possible to the public, the media, and academia consistent with our mission and the protection of sources and methods. My decisions on specific recommendations have been made in this spirit.

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

SUBJECT: Task Force Report on Greater CIA Openness

5. Reference paragraph 8.A.(1) and (2) of the report: The Executive Committee should establish a senior-led Agency-wide group to review CIA policy and practices related to declassification and release of records under the historical review and FOIA programs with a view to accelerating the process. Additionally, this senior-level group should examine the initiation of a program in the near term to declassify historical materials on specific events as suggested by the task force report--a suggestion that I am inclined to support. (Further to this issue, see paragraph 18.a.) At the same time, this group should identify what additional resources would be necessary to augment our efforts in both of these areas.

6. Reference paragraph 8.A.(3): The editorial board of Studies in Intelligence should intensify its efforts to find a university prepared to publish unclassified or declassified articles from Studies in Intelligence. If no university has made a firm commitment by the end of May, OTE should begin publishing compendia of unclassified articles from past Studies. These should be made available in the same way as other unclassified CIA publications.

7. Reference paragraph 8.A.(4): We should not publish compendiums of papers delivered at conferences sponsored or co-sponsored by CIA. However, when such conferences are unclassified, we should indicate to participants that we have no objection to their publishing their papers--with appropriate disclaimers--and referencing a CIA conference. The choice should be up to the scholar.

8. Reference paragraph 8.B.: PAO, in cooperation with other appropriate elements of the Agency, should develop additional unclassified material on CIA, its history, mission, functions, and changing role. The Agency's briefing program for the full range of potential audiences should be expanded as opportunities arise.

9. Reference paragraph 8.C.(1): The current role of the Agency spokesperson is satisfactory but I would welcome views from the Executive Committee on greater use of television by the DCI and DDCI.

10. Reference paragraph 9.A.(2): PAO should be prepared to provide more background briefings to the media as opportunities arise and be prepared to respond to telephonic queries from the media. Careful records should be kept of such contacts. I endorse having the Deputy Directors, the General Counsel, the Director of Congressional Affairs and the Director of Public

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Affairs provide both background and on-the-record interviews about intelligence process. CIA should not give groups of reporters unclassified background briefings when there is a major international event. Any exception to this should be approved by the DCI or DDCI. I do support the idea of individual profiles of people in the Agency that highlight the quality of our people, the diversity of our work force and that personalize the work of intelligence.

11. Reference paragraph 9.B.(2): The Officer-in-Residence program, which I support, should continue to be administered by individual Directorates and Offices. I agree that PAO should work with OTE and OP to develop a program for CIA employees involved in recruiting to ensure that they are conversant on issues affecting CIA, with emphasis on the intelligence process and multi-cultural sensitivities. I gather that this would simply give structure to informal guidance to employees from all Directorates who go on recruiting trips. I support participation of Agency employees in relevant scientific and professional societies and approve the recommendation for updating procedures for individuals to present papers in such meetings. I am not persuaded that CIA should become an institutional member of these societies. I support conducting more academic conferences at Langley, examining ways to continue to enhance the program of disseminating unclassified publications, and encouraging the establishment of intelligence studies programs at academic institutions.

12. I believe that the co-location of our Coordinator for Academic Affairs with Public Affairs confuses two related but separate functions. The Executive Committee should examine and provide me with a recommendation by 1 February on moving the Coordinator for Academic Affairs and associated functions to the Center for the Study of Intelligence. In this connection, I endorse the recommendation that the Center should sponsor either unilaterally or in cooperation with academic institutions conferences on the history and craft of intelligence.

13. Reference paragraph 9.C.(2): I am satisfied with the present and planned arrangements. Accordingly, none of the recommendations are approved.

14. Reference paragraph 9.D.(2): I am not persuaded that recommendations a. and c. are workable and therefore they are not approved. On the other hand, recommendation b. seems a worthwhile undertaking and I believe the Executive Committee should direct the development of a program along these lines, perhaps beginning with CEOs of companies that have been cooperative with NR.

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

SUBJECT: Task Force Report on Greater CIA Openness

15. Reference paragraph 9.E.(2): I support continuation and strengthening of the Agency Speakers' Bureau for addressing outside audiences about the intelligence process and the role of CIA in a changing world. Home components should pay the expenses of an expanded list of non-PAO speakers.

16. Reference paragraph 9.F.: I support the idea of PAO working with OTE to invite more members of the media to speak to CIA groups either in the classroom or at off-sites/seminars. PAO should brief employees authorized to give background briefings on pertinent guidelines and rules. I prefer to reserve decision on recommendation c. pending completion of the task force on internal communications.

17. Reference paragraph 10: I do not believe we will soon see any marked effect of all of the programs we have had underway and are now undertaking. I believe this will be a cumulative process and that all of us in the Agency simply should keep our eyes and ears open for feedback, from whatever quarter, on the success of our efforts.

18. I received a number of useful comments from several of the addressees of this memorandum, as well as a number of others in the Agency. As the Executive Committee considers the actions assigned to it above, as well as additional ideas for greater CIA openness, I commend to you:

STAT a. [redacted] memorandum, particularly that part suggesting that the senior group reviewing our policy and practices relating to declassification and release of records under the historical review and the FOIA programs consider beyond these programs what kinds of information CIA really needs to protect, the criteria for determining when CIA protects its information, and under what circumstances exceptions should be made. As George says, "Mere expedience and a perceived need to respond to the Hill or press quickly should not be the driving factor in whether we declassify information." Above all, George contends we should be consistent in the way that we release information.

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

SUBJECT: Task Force Report on Greater CIA Openness

b. Members of the Executive Committee also should give careful attention to the memorandum from [redacted] STAT
from [redacted] STAT
from the Office of Personnel. This memorandum lays out in considerable detail many programs managed by the Employment Group of the Office of Personnel that very much involve in presenting the Agency's message to diverse audiences, including the media and academe. The Executive Committee should look at the specific examples cited by [redacted] STAT
with a view to enhancing them and/or integrating them into the broader Agency programs. It is an impressive list that warrants attention to see what can be done to give it further support as part of the overall effort on openness.

19. The Executive Committee or Task Force, as appropriate, should report to me on progress in implementing decisions for which no deadlines are specified above by 15 February.

Robert M. Gates

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

~~SECRET~~

ER 91-4326/1

20 December 1991

MEMORANDUM FOR: See Distribution

25X1 FROM: [redacted]
Executive Secretary

SUBJECT: DCI Task Force Report on Greater CIA Openness

1. In keeping with the DCI's commitment to increase openness at CIA, the final reports of the various task forces established by him will be available for review and comment by Agency employees in the offices of the Deputy Directors, Independent Office heads, office directors, and DO division chiefs as they are completed. Additional copies will be available for review and comment in the office of the Deputy Director for Planning and Coordination (7D59 OHB) and in the
25X1 office of Special Assistant to the DCI, [redacted] (7D60 OHB, [redacted]. The reports will be available for five business days after they are completed, before which time the DCI will not make any decisions regarding the task forces' recommendations. Any comments on the task force reports may be sent directly to the DCI or his Special Assistant in 7D60 OHB or, if you prefer, forwarded through the Deputy Directors or Independent Office heads.

2. The subject matter attached report is provided for employee review and comment. Please remind your employees to provide any comments on this report through the close of business on Tuesday, 31 December in the manner described above.

25X1 [redacted]

Attachment

[redacted] 25X1

~~SECRET~~

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

25X1
Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Page Denied

Next 1 Page(s) In Document Denied

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

SECRET

PAO 91-0586
20 December 1991

MEMORANDUM FOR: Director of Central Intelligence

FROM: Task Force on Greater CIA Openness

SUBJECT: Task Force Report on Greater CIA Openness

REFERENCE: Memo for D/PAO fr DCI, dtd 18 Nov, Subj: Greater CIA Openness (Tab A)

1. In response to your referenced request, the Task Force addressed the following:

-- How can we do a better job of informing the general public and key constituencies about the need for a strong intelligence effort and about the missions and accomplishments of the Intelligence Community in a changing world, and

-- To what extent do the dramatic changes in the world situation and the needs of oversight and accountability to the American people and their representatives dictate a reexamination of policies on classification and release of records, and finally

-- How can we use openness to learn from others outside the Agency in order to improve our capabilities and our people.

2. Senior officials in the media, in the Executive and Legislative Branches, in the business/private sector and in academia all shared their views on CIA openness with the Task Force. (See Tab B) We also consulted Agency retirees and employees throughout the organization.

3. Many of those interviewed said the CIA was sufficiently open; ILLEGIB [redacted] some said the CIA will have to work harder at explaining the need for intelligence in a post-cold war world.

25X1 [redacted]

SECRET

DCI EXEC REG

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

All agreed that an effective public affairs program for the CIA was necessary and that whatever changes were made to increase openness, all would expect the CIA to keep the secrets it is charged to protect.

4. In whatever program we pursue, we should:

- get our employees on board first
- be consistent
- be excellent
- be credible--admit when we are wrong
- personalize the Agency
- preserve the mystique

We should also ensure a coordinated PAO-OCA effort for this program. It will be important to get the Hill on board with the Agency's public position on various issues and to articulate the overall Agency strategy to Congress to honor your commitment re openness.

5. Before we can pursue greater openness, it is important to understand the Agency's current program in this area to put down a marker for possible change in the future. To provide some context you should be aware that while PAO grew during Judge Webster's tenure to meet the needs of increased requirements and an expanded program, PAO is now being told to downsize by about 33%. We recognize that a program of increased openness will require commitment of additional resources, not only for PAO but for other parts of the Agency. The Directorates will need to assess the resource implications of these recommendations.

6. In most of our discussions with outsiders as well as within the task force there was substantial agreement that we generally need to make the institution and the process more visible and understandable rather than strive for openness on specific substantive issues. To do this, we need to develop a strategic vision of what we want to be open about, why we want to be more open and to whom we want to be more open. Our suggestion for such a vision statement is:

CIA, the most open intelligence agency in the world, wants to be recognized as an organization of high caliber and culturally diverse people who achieve technical and analytic excellence and operational effectiveness in fulfilling their mission with integrity and the trust of the American people. We believe that it is important for

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

the American public to see CIA as a law-abiding organization whose role supporting national security policymakers continues to be important in an even more complex and dangerous world.

Formal acceptance of this statement by the Agency, or one similar to it, will provide a necessary and well-understood framework for taking the steps to achieve greater CIA openness.

7. We have an important story to tell, a story that bears repeating. We are the most open intelligence agency in the world which is proper in our form of democracy. (In fact, several foreign intelligence organizations have sought advice from PAO on how to establish a mechanism for dealing with the public.) That said, many Americans do not understand the intelligence process and the role of intelligence in national security policymaking. Many still operate with a romanticized or erroneous view of intelligence from the movies, TV, books and newspapers. These views often damage our reputation and make it harder for us to fulfill our mission. There are steps we can take which will benefit us and the American people.

8. To increase CIA openness and signal a change in how we do business, we need to take initiatives to share our history through the declassification of old records, explain our mission and functions in a changing world through an expanded briefing program within and outside of government, and develop a strategy for expanding our work with the media as a means of reaching an even broader audience. Our major recommendations address these issues:

A. Declassifying and releasing records that describe CIA's history and activities would go a long way to educating the public on the work of intelligence. Our voluntary Historical Review Program has proceeded very slowly and recent legislation (H.R. 1415) has mandated greater access to our records by State Department historians. Presently, policy and resource constraints severely limit the amount of historical records released by the CIA. Therefore, we recommend that you:

1) Establish a senior-led, Agency-wide group to review the Agency's policy and practices related to declassification and release of records under the Historical Review and FOIA programs, as they relate to the changing international environment and counterintelligence threat, and with a view to accelerating the process.

Approve

Disapprove

Ken McDonald History Staff

Center for Studies in Intelligence

Historical Advisory Committee

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

2) Initiate in the near-term the declassification of historical materials on specific events, particularly those which are repeatedly the subject of false allegations, such as the 1948 Italian Elections, 1953 Iranian Coup, 1954 Guatemalan Coup, 1958 Indonesian Coup and the Cuban Missile Crisis in 1962. Notify the public of the availability of the resulting materials.

_____Approve _____Disapprove

3) Have OTE publish an unclassified version of Studies in Intelligence and make it available to the public for sale through the National Technical Information Service and have it listed in the Social Science Index.[1]

_____Approve _____Disapprove

4) Publish compendiums of papers delivered at conferences sponsored or cosponsored by CIA.

_____Approve _____Disapprove

B. Many people inside and outside of government do not understand what we do or how we do it. It is important that we increase our efforts to tell people both what we do and what we don't do. To this end, we recommend that you:

1) Commission PAO, working in concert with OCA and the directorates, to develop additional unclassified material on CIA, its mission, functions, and changing role into the next century.

_____Approve _____Disapprove

[1] The Editorial Board of Studies has identified several hundred unclassified or declassified articles and taken steps to interest scholars and publishers in them. About half a dozen university presses have expressed interest, but to date none have actively begun the editorial process.

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

2) Expand the Agency's briefing program for:

- new members of Congress
- key Congressional staffers, as appropriate
- Congressional Research Service (CRS) and Office of Technology Assessment (OTA) staff members
- new political appointees in relevant agencies, (especially important to prepare for in an election year)
- Agency contractors
- Academic consultants
- Academic, business and other private sector groups

_____Approve _____Disapprove

C. To reach our objective of greater openness, we must come up with a better balance in dealing with the media in a world where television is the primary conveyor of information to most Americans. In the past we have been reluctant to do television (Judge Webster appeared only three times before he announced his retirement), and some would still caution against it because of the special risks involved. Yet the opportunity for impact is so great that we believe the time has come to change our position. One of the things that is leading us in this direction is the strong view from many quarters that we need a visible Agency spokesperson, such as the D/PAO, to refute allegations and set the record straight. When such false allegations come from television, we need to be able to speak to them in the same forum.[2] To this end, we recommend that you:

1) Commission the D/PAO to develop in consultation with the Deputy Directors a media strategy for the '90's that

[2] For example, an Agency spokesperson reading our statement in response to the allegations made by Nightline in summer 1991 would have been more effective than Ted Koppel's reading of it with raised eyebrows and a look of "What do you expect given the source?".

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

increases the visibility of the DCI and the intelligence process, expands the role of the Agency spokesperson and takes a more proactive approach toward the media in general.

_____Approve

_____Disapprove

8. In most of our discussions we defined the audiences for greater CIA openness as the following: the media, academia, business, the private sector, government and our own employees. We have used these categories to describe our current program related to openness which provides a context for offering our other recommendations.

A. *MEDIA*

1) *Current Program:*

25X1

[redacted]

b. PAO spokespersons build and maintain these professional relationships with reporters by responding to daily inquiries from them over the telephone (3369 in 1991), by providing unclassified background briefings to them at Headquarters (174 in 1991), and by arranging for them to interview the DCI, DDCI and other senior Agency officials (164 in 1991).

c. PAO responds to numerous requests from authors, researchers, filmmakers, and others seeking information, guidance, or cooperation from the Agency in their endeavours. Some responses can be handled in a one-shot telephone call. Others, such as Life Magazine's proposed photo essay, BBC's six-part series, Ron Kessler's requests for information for his Agency book,

25X1

[redacted]

d. PAO has also reviewed some film scripts about the Agency, documentary and fictional, at the request of filmmakers seeking guidance on accuracy and authenticity. In a few instances,

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

we facilitated the filming of a few scenes on Agency premises. Responding positively to these requests in a limited way has provided PAO with the opportunity to help others depict the Agency and its activities accurately and without negative distortions. Except for responding to such requests, we do not seek to play a role in filmmaking ventures about the Agency which come to our attention. For example, although we knew that Oliver Stone's movie on JFK was in the works for some time, we did not contact him to volunteer an Agency viewpoint.

e. PAO coordinates the preparation of detailed background materials, usually in Q&A format, on major news issues for the DCI and DDCI for their appearances before media groups, world affairs councils, universities, and business and professional groups. PAO also prepares verbatim transcripts of their interviews with reporters and their appearances before media groups.

2) Recommendations:

a. Provide more background briefings, when practical, to a greater number of print and electronic media journalists. Respond more quickly to telephone queries from the media, especially on fast-breaking events. PAO should continue to work with area analysts and specialists so that PAO can respond telephonically to these questions, rather than insisting on an eventual in-person background briefings at Langley. Keep PAO as the conduit for these efforts and ensure that media across the U.S., not only those in the Washington, D.C. area, are aware of our program.

_____Approve _____Disapprove

b. Find more opportunities for the deputy directors to have on-the-record interviews with the media to talk about process and, on occasion, substantive issues.

_____Approve _____Disapprove

c. When there is a major international event that requires the attention of CIA (i.e., the Persian Gulf war), PAO should consider inviting a number of reporters to CIA Headquarters for an unclassified background briefing.

_____Approve _____Disapprove

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

d. Look for ways to emphasize the changing nature of the intelligence work force and the growing number of women and minorities in each directorate and increasingly in more senior positions. Consider support for some individual profiles which help personalize the world of intelligence in broad circulation newspapers or magazines.[3]

_____Approve

_____Disapprove

B. ACADEMIA

1) Current Program

a. The Agency has a wide range of contacts with academics through recruiting, professional societies, contractual arrangements and OTE. PAO has recently been designated the focal point for all information about CIA's relations with the academic community. As such, PAO is building a database of information about Agency contacts with academia--conferences and seminars, recruiting, officers and scholars-in-residence, contracts, teaching--and serves as the clearinghouse of such information for Agency employees.

b. PAO officers also speak to approximately 250 academic audiences a year. Subject areas vary, but most focus on the structure and functions of the CIA, its role in the intelligence community, the intelligence process, and congressional oversight. PAO has developed a speakers' package for Agency officers and retirees who speak in public, including an annually updated Q&A package to aid the speaker in answering a broad array of questions.

c. PAO maintains a mailing list of 700 academicians who receive unclassified Agency publications four times a year. Recipients write to praise the quality of the products and to claim that these mailings are one of the most effective ways of reaching out.

d. PAO sponsors the DCI Program for Deans twice a year. This program seeks to expose administrators of academic institutions to senior Agency officials--the DCI, the DDCI, all the DDs, and heads of independent offices--and to give them a sense of what the Agency does, how it operates, and how it fits in and relates to American society.

[3] The recent Denison University Alumni Magazine feature on Martha Kessler is a good example. (See Tab C)

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

2) Recommendations:

a. The Officer-in-Residence (OIR) program is seen by many as an excellent means of providing a window into CIA for the academic community. The program (currently 13 participants) could be enhanced with dedicated slots and resources, under central management. At present, individual offices provide the positions and about $100,000 per officer. Such enhancement would ensure that selection of schools and officers meets our needs.

_____Approve _____Disapprove

b. PAO should work with OTE and OP to develop a program for CIA employees involved in recruiting to ensure that they are conversant on all issues affecting the CIA with emphasis on the intelligence process and multicultural sensitivities. Provide for periodic update for recruiters on long-term assignment.

_____Approve _____Disapprove

c. PAO's Coordinator for Academic Affairs should take steps to see that CIA becomes an institutional member of relevant scientific and professional societies. Agency employees should participate openly in such meetings as CIA officers. Procedures for individuals to present papers in such fora need to be updated.

_____Approve _____Disapprove

d. Sponsor either unilaterally or in cooperation with academic institutions or other government agencies conferences on the history and craft of intelligence, as well as on other areas of common interest. PAO will work with OTE's Center for the Study of Intelligence on these programs.[4]

_____Approve _____Disapprove

[4] For example, PAO is currently talking with the Truman Library about a conference in late 1992 or 1993 on the origins of the Intelligence Community. A similar conference with the Wilson Center is being considered to mark the 30th anniversary of the Cuban Missile Crisis next fall.

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

e. Conduct more academic conferences here at Langley. Take the successful DI model of substantive conferences with the academic community and explore how it could be valuable to S&T and DA.

_____Approve

_____Disapprove

f. PAO, CPAS and FBIS should examine ways to continue or enhance the program to disseminate unclassified publications (highly valued by all we talked to) to ensure that the Agency is receiving maximum benefit for its efforts.

_____Approve

_____Disapprove

g. Encourage the establishment of intelligence studies programs at academic institutions.

_____Approve

_____Disapprove

C. *GOVERNMENT*

1. *Current Program:*

a. The Agency has a broad range of contacts throughout government and provides product, briefings, and exchanges to both Executive and Legislative Branches. PAO is an active participant in briefing the military and other government agencies on the CIA, its mission and functions. This year, PAO provided more than 70 briefings to groups from the National Security Agency, Foreign Service, Pentagon, Defense Intelligence College, and the United States Information Agency.

2. Recommendations:

a. OCA should seek additional opportunities for the DCI to appear before congressional committees in open session when such a session helps to educate the public about the role of intelligence and the relevance and accountability of the CIA.

_____Approve

_____Disapprove

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

b. Explore with the SSCI and HPSCI leadership the possibility of having the oversight committees issue an unclassified annual report on the performance of the Intelligence Community.

_____Approve _____Disapprove

c. The DDI and DDS&T in coordination with OCA should reassess the Agency's relationship with CRS and OTA.[5]

_____Approve _____Disapprove

d. PAO should work with PCS to look for ways to reach broader military audiences with information about our programs.

_____Approve _____Disapprove

D. *BUSINESS*

1. *Current Program:*

25X1

a. The Agency currently has three types of basic relationships with the US business sector. First, business is an important source of intelligence information [redacted] Second, the US corporate sector is involved in the vast bulk of the Agency's contracting efforts. Finally, business receives selected briefings by the Agency--talks on the counterintelligence challenge, counterterrorism and other presentations at business-oriented conferences organized by groups such as SASA. Given the emphasis on economic security for the United States in the '90s, the business sector is looking to the potential contributions the Intelligence Community can make in this area.

[5] Hill staffers rely heavily on OTA and CRS products. Moreover, active interaction with these congressional support organizations can provide invaluable insights into issues that key House and Senate committees and individual members believe are important, as well as what legislation is under consideration or in the conceptual stage. Some Hill staffers have suggested that CIA assign officers to act as liaison through OCA for relevant OTA projects, as the military services do. For example, OTA is now focusing on two projects of particular interest to several congressional committees, proliferation and economic analyses of other nations as they relate to U.S. industrial competitiveness.

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

b. This past year, PAO provided remarks and support for the DCI and DDCI for some 40 appearances before outside audiences--including a wide range of groups from the business, legal and civic communities. Most of these appearances were covered by the media giving even more visibility to our leaders' comments.

c. PAO participates in providing briefings on the CIA to participants in AFCEA's biannual "Intelligence Comunity" course, attended by nearly 200 industry and government representatives.

2. Recommendations

a. Establish a program with appropriate guidelines for providing unclassified, off-the-record (or on background) country-specific briefings (similar to those given to journalists) to corporate leaders. 25X1 act as the focal point for this effort to consider the potential gain for the Agency in providing such information.

_____Approve

_____Disapprove

b. Host groups of CEOs at the Agency for day-long programs similar to the DCI's Program for Deans.

_____Approve

_____Disapprove

c. Task the DDS&T to take the lead in a program to consider declassifying the relationship between CIA and many of its contractors that have historically been classified. Many benefits could be derived by the Agency and by the contractors if these relationships and perhaps the general nature of the work involved were revealed.

_____Approve

_____Disapprove

E. PRIVATE SECTOR

1. Current Program:

a. PAO officers this year made presentations about the CIA to members of more than 60 civic and service clubs. Rotary and Kiwanis Clubs in particular have been the recipients of this service. PAO took steps to establish a speakers' bureau last spring to increase the number of presentations that the Agency could provide.

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

b. PAO responds to nearly 4000 pieces of correspondence a year from the public. Queries range from the ridiculous to the scholarly request for information. PAO also answers some 6,000 telephone queries from the public annually.

2. Recommendation:

a. Assign PAO the resources to fund and manage its speaker's bureau to develop a group of effective Agency speakers who can talk about the intelligence process and the role of CIA in a changing world.

_____Approve

_____Disapprove

F. INTERNAL AUDIENCE

1. Current Program:

a. Every business day PAO produces, Media Highlights a 50-75 page collation of newspaper articles, editorials, and commentaries on the Agency and intelligence-related subjects. The staff produces 172 copies of Highlights for distribution throughout the Agency. Modified versions of Highlights have also been prepared and forwarded to the DCI during his trips abroad.

b. In addition, PAO posts "Agency Views" on the Public Affairs bulletin boards throughout the Agency. These are compilations of statements by the DCI, DDCI, and PAO spokesmen on the Agency or intelligence-related issues of the day.

c. PAO also publishes a newsletter quarterly called The Public Eye to inform employees about the activities of PAO and the Agency issues which are being discussed in the media. PAO ensures that transcripts of selected DCI speeches are made available to employees through employee bulletins, on line and in the library.

2. Recommendations:

a. PAO should work with OTE to develop a training course for employees to better understand our relationship with the media with particular emphasis on the rules for background briefings.

_____Approve

_____Disapprove

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

b. PAO should work with OTE to invite more members of the media to speak to CIA groups, either in a class (i.e. mid-career) or at an offsite/seminar. More people in the Agency will need to be exposed to media representatives to better understand and appreciate the work of the media and its appropriate interaction with the Intelligence Community.

_____Approve

_____Disapprove

c. The Task Force on Internal Communications is addressing the subject of communications with our own employees, which is the responsibility of Agency managers at all levels. Current and former Agency officers emphasized, however, the need for a program of increased CIA openness to be part of our corporate strategy. That is senior managers must be on board and the employees informed that we are increasing the openness of the Agency and how we plan to do it. To this end we recommend that you:

- Distribute an employee bulletin describing the program for increased CIA openness
- Task senior managers to talk about the program
- Address employees in the bubble on this program and take questions

_____Approve

_____Disapprove

EVALUATION OF INCREASED OPENNESS

10. In recommending ways to increase CIA openness, we also wanted to come up with some means to measure the results of these efforts and to make changes in course, as appropriate. Since these are not programs or initiatives that lend themselves readily to quantifiable impact, we need to rely on an evaluation of how the perception of the Agency has changed. This can manifest itself in many ways including: a friendlier, more cooperative working environment for our officers, more interest in employment, more accurate reporting on our activities, etc. To this end, we recommend that you:

25X1

a. Task [redacted] Chiefs to provide an annual evaluation of our openness program as it

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

is seen from their perspective and to make recommendations for changes.

_____Approve

_____Disapprove

b. Establish an advisory group of senior business, academics, and government leaders to provide advice on and evaluation of CIA efforts to explain the role of intelligence in the '90s.

_____Approve

_____Disapprove

25X1

Joseph R. DeTrani, Chairman

25X1

DA

DA

DCI Area

DS&T

DCI Area

DI

DO

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

TAB A

~~SECRET~~

ER 91-3646

18 November 1991

MEMORANDUM FOR: Director of Public Affairs

FROM: Director of Central Intelligence

SUBJECT: Greater CIA Openness

1. In my hearings, I indicated my desire to continue Director Webster's policies in terms of improving accessibility to information about CIA by the public and overall openness to the extent possible, whether through background briefings for the press, public speeches by senior officials, or appearances on college campuses and elsewhere by professionals within CIA. I would like for you to appoint a task force to review these practices and see how they can be improved, and also to suggest additional proposals for making more information about the Agency available to the American people and to give greater transparency to our organization, internal control mechanisms, and steps that we take to ensure compliance with the law, actions consistent with the values of the American people, and cooperation with Congress. I invite you to include non-Agency individuals in your task force if that is appropriate and useful.

2. I would like to have your report and recommendations by 20 December 1991.

RG.

Robert M. Gates

CL BY 484270
DECL OADR

~~SECRET~~

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

~~SECRET~~

TAB B

The Task Force Members received views on Greater CIA Openness from the following:

ACADEMIC

Allan Goodman, Georgetown
Ernest May, Harvard
Dick Neustadt, Harvard
Greg Treverton, Harvard
Ralph Weber, Marquette

GOVERNMENT

Mark Lowenthal, Congressional Research Service
Paula Scalingi, HPSCI Staff
Dorrance Smith, White House
George Tenet, SSCI Staff Director

BUSINESS/PRIVATE SECTOR

William Colby
David Garth, Chairman of the Board, The Garth Group, Inc.
Ambassador Richard Helms
Evan Hineman, Senior V.P., TASC
Jerry Jasinowski, President National Association of Manufacturers
Barry Kelly, Vice President, Special Project, Ball Aerospace
Bob Kohler, Group Vice President and General Manager, Avionics and Surveillance Group, TRW
John McMahon, Group President, Lockheed Missile Space Systems
Peter Morino, Senior Vice President, E Group Systems
Al Munson, Vice President and General Manager, System Development Division, TRW

MEDIA

Wolf Blitzer - CNN
Karen DeYoung - THE WASHINGTON POST
Rob Doherty - Reuters
Len Downie - THE WASHINGTON POST
Bill Gertz - THE WASHINGTON TIMES
Brad Graham - THE WASHINGTON POST
David Ignatius - THE WASHINGTON POST
Bob Kaiser - THE WASHINGTON POST
Doyle McManus - THE LOS ANGLES TIMES
Knut Royce - NEWSDAY
John Scali - ABC
Bruce Van Voorst - TIME
Tim Weiner - The PHILADELPHIA INQUIRER

~~SECRET~~

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4
DEC 23 '91 09:41
P.22/28
WINTER 1991
TABC

DENISON MAGAZINE

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

COVER STORY

SPIES LIKE US?

Well, not quite. Central Intelligence Agency analyst Martha Neff Kessler '67 has no connection with Nathan Hale, the nation's first spy. Instead, she has the important task of briefing the President on developments in the Middle East.

Back in 1967, college senior Martha Neff often walked by the biblical inscription on the front gates of Denison at the bottom of the drag, "Ye shall know the truth and the truth shall make you free."

Today, she passes by the same inscription each morning as she hurries to her office in the Langley, Va., headquarters of the Central Intelligence Agency. The quotation is etched into the south wall of the original CIA headquarters lobby as a reminder of the role of intelligence in a free society.

Martha's task as division chief within the Office of Near Eastern and South Asian Analysis is to convert raw information into finished intelligence which is presented to the President of the United States, the Secretaries of State and Defense, other key members of the President's Cabinet, members of the National Security Council and committees of Congress.

"The first President I briefed was Jimmy Carter and that initial trip into the oval office was truly exciting. Then, since the agency has the responsibility for briefing the President-elect, I spent quite a bit of time with Ronald Reagan. George Bush sent me a very nice handwritten note after I briefed him on Lebanon when he was director of the CIA. I felt he was an especially thoughtful and people-oriented individual," Martha notes.

One of the biggest changes I've seen in my 20 years with the agency is the growing demand for oral briefings. President Bush gets briefed directly by the agency and Director of Central Intelligence William H. Webster goes down to Capitol Hill several times a week. Although the people in the Executive branch are the primary recipients of intelligence information, Congress has become an increasingly eager consumer. It received 5000 documents and 1000 briefings last year. This means that I, or someone like me, goes either with Director Webster or alone to brief a member or several members of the intelligence or foreign affairs committees of Congress and their staffers. We deliver the oral briefs and backup written material. After the formal

Article by
FLEUR W. METZGER

Photographs by
J. PHIL SAMUELL

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Denson Magazine

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

At the Agency by 7:30 a.m., Martha prepares for another crisis-filled day. Stress levels in her office have escalated since the August invasion of Kuwait.

part there is often a lot of give and take, with questions," she explains.

"The agency is divided into four parts —the directorates of science and technology, operations (the clandestine side), administration and intelligence, which is my part. We are like a big think tank which provides support for our country's decision makers," Martha continues.

Because it deals with the Near East, Martha's office has been on a 24-hour schedule since the Persian Gulf crisis began last August. "We are not a policy making body," she says. "We are basically a support system for the people who have to make very difficult decisions, as in the present crisis. You have a sense of being on the ground level of thinking through major problems for your country. Periods like this are 110 percent time, when your performance is right out there on the edge.

"There are situations when we must stay here 'till the wee hours, but things start to improve when a crisis is into its third and fourth day. Then you can deploy people in task forces which work 10-hour shifts—it's all part of crisis management," she concludes.

On a typical day, Martha rushes out of her home in suburban Washington early enough to be at work between 7 and 7:30 a.m. "We're very much of a morning-oriented office, partially because we're dealing with a part of the world that has a seven-hour difference in the time zone and also because we need to have time to contemplate what has happened since the night before. After doing a lot of reading to determine what is going on, I meet with a large group of Middle East analysts in my office to decide what we want to deal with that day. Along with current intelligence, we also have many long-range assignments to work on."

Martha was born in Kalamazoo, Mich., but while an infant moved with her family to Granville, Ohio. She has fond childhood memories of growing up in the sleepy little town, and often visiting the college on the hill. Her family moved back to Michigan when she was in high school but she returned to Denison as a college student, majoring in political science. After earning a bachelor of arts degree in 1967, she completed a master's degree in combined international studies at Western Michigan University in 1969, focusing on the Middle East and Africa.

Martha moved to Washington that summer, awaiting final clearances for her employment by the CIA. "My decision to come to the agency was based on my judgment that it was going to give a woman more responsibility faster than the State Department would. I considered going into the operations side—as an agent—but decided I didn't want to live overseas most of my adult life," she adds. At a party she attended soon after joining the CIA, Martha met Ken Kessler, a Washington-based psychiatrist whom

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

she married five years later.

"Joining the agency wasn't a socially acceptable thing to do back then," she admits, "and people would sometimes walk out of the room when they heard where I worked. But since then, the American public has become more knowledgeable and sophisticated in their understanding of the need for intelligence. They are also aware of safeguards which have been established to oversee many CIA activities."

Martha feels the agency consistently has been progressive in building and maintaining its work force, providing employees with support to keep them healthy and help them deal with family problems. The CIA was one of the first agencies in the federal government to have a child care center for its employees, opening the Langley Children's Center in September 1989. "This is a highly stressful profession, but we have one of the lowest turnover rates in government," she says.

Although many analysts in the intelligence directorate choose to specialize in a variety of geographical areas or in some other aspect of intelligence, Martha has focused solely on the Middle East. "I began in that area, and my baptism by fire was the 1973 war. The disintegration of Lebanon, the Soviet invasion of Afghanistan, the rise of the revolutionary government in Iran and the hostage crisis —those were all in the '70s. The '80s brought the Israeli invasion of Lebanon and the Iran/Iraq war," she recalls. "I often wonder why I couldn't have become interested in Europe," she muses.

In 1982, Martha was awarded the National Intelligence Medal of Achievement for her 2 ½ years' service as an Assistant National Intelligence Officer for the Near East-South Asia on the National Intelligence Council. The citation reads in part: ". . .she gave an extraordinarily outstanding performance as a senior-level staff officer. During this period of particular turbulence, Mrs. Kessler demonstrated an exemplary ability to track and manage multiple intelligence tasks and projects simultaneously and proved herself eminently capable in the important area of crisis management. Her uncommon professionalism, diligence, resourcefulness and determination won the respect and admiration of her colleagues both at the Agency and

Martha reviews the Kesslers' plans for a major renovation of their home, built in 1927 in the Spring Valley section of Washington, D.C.

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

within the Intelligence Community..."

"As I look back on my academic training at Denison, the things that proved the most valuable were my courses in logic, statistics, religion and philosophy. Working through that material is where I honed my thinking and writing skills. In this job, the importance of being able to express yourself without any ambiguity is critical. You can't wing it with the material we're dealing with—you have to be absolutely clear. For undergraduates who are considering the agency, the most fundamental skill required is the ability to express yourself both orally and in writing," she concluded.

Martha spent 1986 as a Senior Fellow at the National Defense University, doing research on national security issues and on Syria in particular. The university hosts about 24 Senior Fellows each year, most of whom are military officers at the lieutenant colonel and colonel level and selects the best of their research for publication. About four or five books are published from the program each year. Martha's book, *Syria: Fragile Mosaic of Power*, was published in 1987 by the National Defense University Press. The book is dedicated to her family and to Robert Ames, a colleague who was killed while consulting in Beirut in 1983.

"I wanted to do research on Syria because I had not served on it as an analyst and I felt there was a gap in my knowledge. The year's sabbatical gave me an opportunity to catch up on all the literature on the area, and I spent a lot of time just reading. It was a chance to stand back from my work and get my intellectual batteries recharged. Someday I'd like to write another book, either on Syria or on Islamic fundamentalism," she added.

The sabbatical also permitted her to spend more time with husband Ken and daughters Justine and Lauren, who are now 13 and 8 respectively. "The balancing act of having children and a career is the biggest challenge I will ever face," Martha states. "I know that my children and my husband don't get as much of my time as they would like or as I would like to give them. Although my job is very demanding, the principle I have lived with, particularly since Lauren was born, is that these children are my number one priority. There is always someone who can step in behind me at the agency, but no one can be a backup mother to the girls. Luckily, the agency has been very understanding of my feelings about this," she adds.

"We are extremely fortunate because we have been able to have a fulltime housekeeper, so the girls have had our home as a stable part of their lives. I'm very sympathetic to housewives who take umbrage at the glorification of the working woman. Most of my close friends do not work, and although I'm occasionally envious of their lifestyle, when I'm being

Martha becomes sous chef *when husband Ken turns his talents to gourmet cooking.*

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4

more realistic I realize they are working just as hard as I am," she comments.

Martha and her friends have a regular Saturday tennis game indoors or out, depending on the weather, and she sometimes tries to squeeze in a set or two during her lunch hour. She and Ken also play tennis and share a wide range of interests including sailing, scuba diving and gourmet cooking. "Ken is a really good cook and I'm basically the assistant," Martha confesses. "He is one of those people who can taste a dish in a restaurant, go home and pretty much replicate it."

Ken is a psychiatrist-turned businessman and is president of a company which he founded in 1983 to provide mental health cost containment services to large companies and he, too, has a demanding business life. "But he finds time to be extremely well read and is a wonderful sounding board for me in the areas in which I'm interested," Martha says.

During summers, they spend as much time as possible at their home in Rehobeth, Del., enjoying the serenity and the time for the family to be together. "I really believe that growing up in Granville defined for me what is a normal way of life, and I often feel a need to retreat from the high pressured life in Washington. Just driving from one place to another here, you're in a state of siege, and of course my occupation adds an additional dimension of stress to my life."

Martha concludes, "I don't think there are many professions that are quite as demanding as mine. I'm not sure I truly comprehended when I began that I was getting involved in a life event that would require me to hand over so much of my time to my profession. But I love my work. You have to have a commitment to public service and be acutely aware all the time that you are working on national security issues. The challenge of dealing with information overload in this age of computers, of sifting through all that information and deciding what is important, is never ending."

Martha in the lobby of the old CIA headquarters building in Langley, Va.

Perhaps the inscription on Denison's gate and the CIA wall has had a subliminal effect on Martha. For she continues to search for the truth and, through her efforts, to help the people who make the country's foreign policy decisions that will affect all of our lives.

Denison Magazine

Sanitized Copy Approved for Release 2011/08/17 : CIA-RDP10M00666R000200690001-4